

**HUMAN RESOURCE DEVELOPMENT PRACTICES ADOPTED BY L'OREAL
KENYA**

BY

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University

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DEDICATION

This academic project is dedicated to my loving husband and my wonderful children who in different ways stimulated me to go back to school after eight years to better myself. To my daughters and son: Pearl, Ruby and Ivan respectively, may this work inspire you to be the best in life, to always endeavor into achieving that which you put your minds into and to always remember that you are unstoppable like a whirl wind.

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ABSTRACT

The research case study was on human Resource development practices adopted by L'Oreal East Africa which is a key topic on staff progress. Objective of the study was to establish the human resource development practices adopted by L'Oreal Kenya. The theories anchored to the study include: Resource based theory, Human capital theory and Value creation theory. The procedure used to carry out this research dealt with research design, data collection and data analysis presentation and the study presented a content analysis on the influence of human resource development practices adopted by L'Oreal Kenya. The study recommended that the management of L'Oreal Kenya should ensure that human resource development practices provides strategies for refining organizational efficiency that focus on improving procedures that support the attainment of corporate goals and a helpful culture. The study also recommended that the performance management policy should be aligned to reward, this develops a performance philosophy that encourages excellent results and ultimately, the delivery of increased shareholder value. Another recommendation was that training and development should be given priority and it should be designed to develop specific competences. The research revealed that L'Oreal Kenya has a well-established performance management practice with a positively motivated culture in which groups and individuals take charge of the uninterrupted improvement of the organization. The study also revealed that the most widely used training methods include within the company training and off work external training. The research established that top management supports the policies and also that the company aligns individual objectives to organizational objectives.

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ACRONYMS

CEO	Chief Executive Officer
ICP	Inter Consumer Products
RBV	Resource Based View

DEFINITION OF TERMS

Human Resource Development Practices It is the framework for helping employees develop their personal and organizational skills, knowledge and abilities (Rao, 2015).

Talent Management It is the realization of an employee's potential while ensuring their maximum utilization of their talents, career development is also an important practice which contributes to a positive growth of an employee in an organization (Allen, 2014).

Training It is any activity that is desired towards the acquisition of specific knowledge and skills for the purpose of an occupation or task (Dimba, 2012).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Armstrong (2014), argue that human resource development practices is critical in the improvement of organizational performance. He further argues that the impact of training is linked by a cause and effect chain, where by training leads reactions, which lead to learning, which lead to changes in behaviour, which leads to changes to the organization which lead to changes in the in the achievement of ultimate goals. Boxall & Macky (2016) argues that human resource development practices involves the alignment of training and development activities within the organization's mission and strategic goals so that through enhancing the skills, knowledge, learning ability and motivation of employees at all levels, there will be continuous organizational as well as individual growth. Human resource development practices involves, introducing, eliminating, modifying, directing and guiding processes in such a way that all individuals and teams are equipped with the skills, knowledge and competences they require one to undertake current and future tasks required by the organization (Payne, 2015).

According to Henry (2013), resources and capabilities are the central considerations in formulating its strategy: they are the primary sources of profitability. Barney, (2001), suggests that the Resource Based Theory entails a knowledge-based perspective that blends concepts from organization economics and strategic management. Green (2015), points that a value creation theory permit the organization to conceive and implement strategies that improve its effectiveness by meeting the needs of the customer. Boxall & Macky (2016), states that human

capital theory aims to improve capabilities, achieving strategic fit between opportunities and also obtaining value from effective deployment of human resource development practices. Resource based theory provides framework to examine human resource development practices that may be either able or unable to carryout given strategy during the formulation phase. Resource Based Theory focuses on the analyses of internal strengths and weaknesses, paying particular attention to the way in which organizations can develop valuable human resource development practices and remove barriers.

The motivation behind this research case study at L'Oreal Kenya was that the company champions the adoption of human resource development practices and it has continuously performed well thus making the mother company the number one worldwide manufacturer of cosmetics. For over 30 years L'Oreal has been ranked the global leader in beauty industry, it is an employer of choice. The employees speak highly about the company and are well motivated (Dimba, 2012). Therefore this study mirrored on the influence of human resource development practices adopted by L'Oreal Kenya.

1.1.1 Human Resource Management

According to Rao (2015) human resource development practices is the structure for making a difference labourers construct up their claim and various levelled aptitudes, learning and capacities. It joins such open entryways as employee teaching, employee career improvement, performance management coaching, mentoring, succession planning, key performance identification, training assistance and organization development. Butere (2015) fights that 'human resource development' is energies of people that are available to an affiliation as potential supporters of the creation and affirmation of the association's central objective

vision, qualities and goals. Payne (2015) additionally characterizes human resource development as the way toward expanding the limit of the human asset through improvement.

Human capital, for example, such as skills, ability and motivation, ought to be lined up with the necessities of the association to enhance worker work execution. Human resource development practices are the wellspring of finishing upper hand in view of its capacity to alter over interchange resources (cash, machine, procedures and fabric) into surrender (item/benefit). The contender can mimic diverse resources like development and capital in any case the human resource are one of a kind. As per Armstrong (2014), people are a standout among the foremost crucial components giving versatility and adaptability to affiliations. Huselid (2013) contends that one has to hold up beneath as a fundamental need that people (directors), not the firm, are the flexible instrument in choosing how the firm will respond to the forceful condition.

As shown by Dimba (2012) planning is any activity that's needed towards the getting of specific data and capacities with the conclusion objective of an occupation or task. It is commonly seen as an update of data which acts as a start to the laborers as well as an open entryway for way better business that has more prominent obligation with awesome achievements. Davis (2016) additionally affirms that preparation is an arranged procedure to adjust height, information or aptitudes, conduct through learning knowledge to accomplish execution in any movement or scope of exercises. Its motivation in the work put is to build up the individual and to fulfill the current and future. Labor needs of the association ought to be investigated. Powerful preparing adds to worker execution.

Apprenticeship enables employees to gain a license to practice in a regulated profession. Wright & Snell (2010) argues that most of the preparing is done while working for a business who encourages the disciples to take in their calling, in return for their proceeded with work for a concurred period in the wake of accomplishing quantifiable skills. Apprenticeships regularly last one to two years for which successful employees are given a certification level of competence. Payne, (2015) argues that apprenticeship preparing objectives assume: consistency with hierarchical objectives, the nearness of occupations intended to yield execution yields that meet the association's objective and execution levels subject to information of the activity errands, abilities, and mindfulness to the work or factors were preparing can have any kind of effect.

As indicated by Allen (2014) ability administration is the expectation of required human capital for an association and the intending to address those issues. It is step by step ascending to be a standout amongst the most critical systems in company's human resource management. Dwindle additionally contends that association ought to have an all-around characterized ability administration process comprising of enlisting, preparing, overseeing, supporting and repaying the HR obtained. Huselid and Holton (2014) affirms that Indian businesses are experiencing difficulty in finding profoundly qualified individuals and this pattern is set to proceed for the following three years, along these lines, demonstrating that ability administration is the need of an hour.

Representative relations are worried about by and large dealing with the business association with specific reference to terms and states of work, issues emerging from work, furnishing employees with a voice and speaking with the employees (Payne, 2015). Green (2015) employees are managed specifically or through aggregate understandings where exchange

associations are perceived. This more extensive definition perceives the move far from community towards independence in the manners by which employees identify with their managers in which it makes an impression of association reasonableness.

Huselid (2013) introduced the notion of performance management describing it as a specific behaviour outcome emanating from the individual employee job performance which is about the timeliness, effectiveness and efficiency in completion of tasks set out by an employer to the employee. Motivation and ability result in employee job performance according to Harel & Tzafrir (2015). Today, several performance measures have been incorporated such as: the balanced Scoreboard, Performance Prism, and the Cambridge performance measurement process, graphics rating scale and 360 degrees feedback. Individual performance can be measured through creative works, innovativeness, and satisfaction of clients and skilfulness at work. Employers should provide an enabling environment so as to support performance since lack of performance support hinders exemplary and skilful performance (Davis, 2016).

1.1.3 Beauty Industry in Kenya

According to Kimani (2016) the beauty and cosmetics industry has turned into Kenya's new center of venture that is drawing in enormous cash to set up new lines of business and to eat up fruitful undertakings through multi-million-pushing procurement bargains. This is because of the financial rebuilding and territorial incorporation estimates embraced by numerous administrations in the locale which has, thus, made a rising white collar class that hungers for new shopper and extravagance merchandise. Fred (2015) contends that cosmetics assume a vital job in improving one's natural excellence and physical highlights. Men have likewise

united this industry with various items intended for them of late, which was not the situation previously. They are progressively utilizing beautifiers in their day by day schedule thus prompting the development of makeup showcase in Kenya as well as over the world which is straightforwardly and by implication making business.

To the extent Kenya is concerned, the key drivers of the Kenyan economy incorporate a solid populace development, a developing number of individuals having a place with the white collar class and an informed workforce. Expanded development of the magnificence and individual consideration advertise in Kenya, joined with the way that Kenya is perceived as the deals and dispersion center for the bigger East African market, has pulled in numerous worldwide brands (Kimani, 2016). Enhancement and change in the present ways of life of people have been among the key components to the significant development of the Kenya Beauty industry. Obviously, this is a tremendous market which is making more openings for work both locally and globally and starting at 2016, Kenya's cosmetic products showcase is evaluated to be worth 5.4 billion shillings and is required to develop to 6.6 billion shillings by 2018 (Davis, 2016). Kenya additionally profits by a dynamic private area in which Kenya appears to have turned into the local pioneer. Thusly, Kenya presents promising open doors in the beauty and cosmetics division is putting forth roads for more noteworthy provincial extension through its very much created foundation (Dimba, 2016).

1.1.4 L'Oreal Kenya

With a procedure of ground-breaking, worldwide brands, L'Oréal enters the 21st century by acquiring assorted variety in its worldwide development plan. Ruled since 2006 by Chairman Lindsay Owen-Jones, and Chief Executive Officer Jean-Paul Agon, who was selected

Chairman and CEO in 2011, the Group keeps making new procurements to cover the world's fluctuated cosmetics wants. For over 30 years L'Oreal has been ranked the global leader in beauty industry (Dimba, 2012).

On April fifteenth 2013, L'oreal procured the health and beauty division of bury purchaser items from its establishing investor in Kenya. With a turnover of around 15 million euros in 2012, ICP was a noteworthy player on the Kenyan excellence showcase, with solid positions in the hair and healthy skin markets. The items were fabricated in Nairobi and sold in East African nations. "ICP's obtaining is a vital turning point for L'Oréal in Kenya. It expands our item offer with available brands, and fortifies the gathering's situation in the mass market. This securing will likewise quicken our advancement in Eastern Africa," said Geoff Skingsley, Executive Vice-President, Africa and Middle East Zone (Ochieng, 2015).

According to Ochieng (2015) the current total number of employees at L'Oreal Kenya is 220 in the factory and business functions. For L'Oreal Kenya, the advancement of its representatives, whatever their capacity or position, is both a key execution driver and an issue of duty and general information sharing. It is focused on guaranteeing that all employees advantage from something like one instructional course for every year by 2020.

1.2 Research Problem

The age of high competition and the need of enhancing productive human resource development practices in firms is becoming an integral part in maintaining competency levels of their human resources and increasing its employee's job performance. Some of the new emerging trends such as apprenticeship training has created fierce competition among many private firms. This means that firms must constantly cope with the unpredictability turn of

events. This is calling for robust human resource development practices (Henry, 2014). Managing the human resource development practices is an essential factor which determines the extent to which a firm manages its human resource since it greatly influences the perception of managers to adopt human resource development practices, with a consideration of factors that may negatively impact organizational success (Carbon, 2013). Organizations human resource development practices translates the success or failure of organizations.

Organizations such as L’Oreal Kenya should have relevant human resource development practices to certify that the human facets of announcing new human practices are handled. According to Migwi (2013) organizations must create an organizational structure aligned with new human resource development practices. To add to that, they should have careers and talents that support the new business direction and advocate operative strategies. They ought to ensure that the investors appreciate and back the effort, and minimizing sluggishness to human resource development practices. L’Oréal’s operating profit margin of 17.6 per cent last year was higher than any of its competitors. Today it is the most influential and differentiated range of brands in the beauty industry, and propels the group's performance in a long-term outlook (David, 2012). For L’Oréal Kenya the improvement of its employees, whatever their function or situation, is both a key performance driver and a question of accountability and widespread information sharing. It is dedicated to ensuring that all staffs gain value from at least a training per year by 2020.

Green and Davis (2014) studied the relationship and influence of human resource development practices on employees’ job performance in Asia public sector and he found that human resource development practices have a positive influence on employees’ job performance which has for years contributed to a massive increase on firms’ performance

across all sectors. However, the study was undertaken in the public sector and does not address issues facing private sector. Payne (2015) in his study on human development practices concludes that there is a major influence of human resource development practices on individuals' job enactment and any positive change in human resource development practices will always trigger a corresponding positive change on employee's job performance. The study failed to address its challenges that can be faced during its implementation. In his study on Human Resource Development implementation approaches Butere (2015) recognized that more research should be undertaken on the approaches guiding implementation of human resource development practices such as efficient policy guidance for maintenance of effective training practices which is exposing firms in a high risk such as high turnover, low productivity and underperformance of employees. Dimba (2015) in his study on impact of human resource management on firms' performance in Kenya established that the existence of poor alignment to the personality, dynamics and infrastructure of how work is organized in firms is a major setback to employee's job performance and productivity. The study however did not point out how human resource management is responsible for low growth, what causes poor alignment and how employees should be motivated and encouraged so as to boost employee innovative skills. Arising from the gaps identified above, this study sought to answer the question: What were the human resource development practices in L'Oréal Kenya?

1.3 Objectives of the Study

To establish the human resource development practices adopted by L'Oreal Kenya.

1.4 Value of the Study

The study will be important to L'Oreal management in understanding of the importance of human development practices and its perceived effects on employees' job performance of L'Oreal Kenya. It will also be of help to the policy makers in the private sector in formulating and executing employment policies congruent to human development practices in organizations.

The research will be fundamental to policy creators since they will utilize the discoveries in creating and actualizing enactment relating human development practices give administrative structure to screen whether associations pursue all set down systems and practices utilized in administration of representatives in Kenya. The discoveries will likewise help them in accomplishing the business objectives of the hierarchical unit or capacity in which they work.

The investigation will be of an incentive to specialists and different researchers since they will have the capacity to recognize the holes that may have been left by the examination when directing comparable investigations later on. The examination will likewise be advantage to them since they will utilize the discoveries as a kind of perspective guide on different investigations that spotlights on human development practices to enhance representatives' profitability. The human resource professionals will profit by the investigation as the discoveries will help them with a viewpoint of human advancement hones in by and large hierarchical set up and fill in as an indispensable contribution to drafting customized human improvement hones for associations. It will likewise offer the human development practices with answers to many issues that they experience in their central goal to seek after a hierarchically dove gifted and business adjusted human resource function.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter basically reviewed the theoretical literature relevant to the problem that was being investigated and its empirical reviews.

2.2 Theoretical Foundation

The theories included Resource based theory, Value creation theory and Human capital theory.

2.2.1 Resource Based Theory

As stated by the resource dependency theory Wright and Snell (2010), human resource development practices is critical for the organizations presence and progress. Basically, the growth of different human resource management functions is subject to the availed resources by and within the organization in question. According to the theory, the competitive edge develops from the organization's internal and available resources (Luthans & Summers, 2005). Barney (2001) alleges such resources are valuable, rare, inimitable and non-substitutable in order to lead to competitive edge. When the human capital within an organization meet the criteria of volubility, rarity, inimitability and non-sustainability they contribute to competitiveness of the organization by having resources that cannot be imitated by competitors (Luthans & Summers, 2005). Proponents of this model, such as Barney (2001), terms 'resources' as 'the organization's totality of assets, competences, structural processes, firm qualities, material evidence (information) and knowledge, just to name a few that are

under the its management and which it uses to formulate and put strategies to effect so as to attain its goals of effectiveness and efficiency.

The interpretation of these findings was that human resource development practices may possibly be replicated by other firms without much trouble despite the fact that the knowledge expertise and abilities displayed by individuals within a firm would be unique and inimitable (Barney, 2001). This view focuses on the unique resources an organization possesses and explains why the rarity, inimitability, non-suitability and volubility of the human resources might lead to a sustained competitive niche, thus leading to enhanced organizational performance whose focus on internal the resources a firm possesses has given a theoretical comprehension of field with regards to the reason that human resource systems might be the reason why the firm sustains a competitive advantage which in turn gives it an upper hand at its performance. Luthans & Summers, (2005) contends that the human resource development practices can be easily imitated but the resources are hard to imitate as they differ and are unique in their own way. However, resource based view has been criticized for not having looked beyond the properties of resources to explain sustained competitive advantage. In particular, it has not examined the extent to which an employee becomes a resource.

2.2.2 Value Creation Theory

Bontis et al (1999), asserts that the theory offers an imperative view on giving value to the human factor of an association, the combined knowledge, aptitudes and ability that gives the association its unmistakable characters. It is without a doubt the information and abilities of staff that make regard, or, in other words center must associate with ways for bringing in, holding, forming and upholding the Human Capital they speak to. Darenport (1999), states that individuals have natural aptitudes, practices and individual strength and these constituents compose the esteem creation they transfer to their work.

Armstrong (2014), states that value creation theory involves obtaining answers to what key performance drivers should a firm adopt in its day to day human resource development practices. Value creation theory provides five key human resource development practices which include training which plays a key role in providing new skills to employees, talent management is a major practice that helps a firm in full realization of an employee's potential while ensuring their maximum utilization of their talents, career development is also an important practice which contributes to a positive growth of an employee in an organization. Value creation theory provides data that will apprise strategies and practices intended to advance the efficiency of human resource development practices in the organization.

2.2.3 Human Capital Theory

The hypothesis was progressed by Becker (1999) and considers human resource development practices as a noteworthy factor of supported upper hand for an organization. The hypothesis is likewise worried about how individuals in an association contribute their insight and capacities to upgrading hierarchical ability and the centrality of that commitment. This suggests when their abilities and aptitudes are accessible to an association as the aptitudes and capabilities of its individual employees and better than those of its rivals, the organizations' increases and upper hand over its rivals. The core of this hypothesis is that individuals are of incentive to the association since they make it beneficial. Fundamentally, the association has put resources into individuals similarly as they had put resources into apparatus, seeing them as an extra kind of capital.

Scarborough and Elias (2012) express that the possibility of human capital is most supportively observed as a traverse thought that is portrays the association between human

resource practices and business execution. The human segments of the affiliation are those that are prepared for shifting, progressing and giving the creative push which if properly roused can ensure the whole deal survival of the association. Davenport (1999) see that individuals have intrinsic capacities, practices and individual time. Schultz (1981) trusts that human capital hypothesis will always be dictate the effect of individuals on the business and their commitment to investor esteem. It shows that human resource development practices provide a reward for cash, for instance rate of return. It likewise gives bearing on future human resource development practices.

2.3 Components of Human Resource Development Practices

Human resource development practices are particularly created, actualized and executed dependent on an intentional linkage to a company's procedure (Lengnick-Hall et al, 2014). Human resource development practices are methodologies of settling on choices on the goals and strategies of the association and approaches, projects and works on regarding the business connection, resourcing, education and advancement, execution administration, remuneration, and worker relations.

There are different parts of human resource development practices that have been distinguished by researchers some of which incorporate; Strategic human resource administration intending to conjecture its future human asset needs and capabilities to create inventive enrolling strategies to discover and draw in the ability required, focus on a complete determination process which incorporates appraisal tests and individual verifications, and introduce a social submersion procedure to completely coordinate another individual into the firm (Davis, 2016). Lengnick-Hall et al (2014) contends that staff evaluation framework is an

imperative human resource development practices in each association. There has been proceeding with discussion regarding the matter of how human resource development practices themselves ought to be estimated and identified with firm execution.

As indicated by Henry (2013) execution administration and reward frameworks are referred to as human resource development practices that are received in administration of human resource administration. Execution administration depends on the hidden conviction that directors can impact conduct and consequently the levelheadedness is the premise of human activity. This component of human resource development practices is increasingly being recognized as centrally important to the execution of its business strategy. Therefore a plus between employee job performance and performance management is evident that the quality of human resource development practices is critical in the performance of the firm (Green, 2015). It plays a major role in helping an organization achieve a competitive advantage in service delivery over others (Lengnick-Hall et al, 2014).

Employee appraisal system is an important human resource development practice in any given organization. It's provides a chance in which a firm can assess its representative's input and the association's view to them. It's is an inspiration idea in human resources, in which representatives get expanded remuneration for their work if their group, division or organization achieves certain objectives (Henry, 2013). Execution is inspected from the corporate point of view to an individual commitment. Representative evaluation and reward frameworks are likewise referred to as practices that are embraced in human resource development practice (Green, 2015).

Affiliations can make and redesign the idea of the present delegates by giving sweeping getting ready and enhancement. In actuality, investigate demonstrates that premiums in getting ready agents in basic reasoning, coordinated effort and social relations result in helpful firm level outcomes (Henry, 2013). One of the basic destinations of preparing and advancement is to give criticism to encourage worker development and improvement (Ochieng, 2016). This therefore means, that a working appraisal system is the first stage in training and development of new employees. The performance gaps identified in the process help managers generate training needs for departments and at the process HR department is able to collate the training needs of the organization.

A complete human resource development practices assumes an indispensable job in the accomplishment of an association's by and large vital goals and unmistakably outlines that the human resource work completely comprehends and bolsters the course in which the association is moving (Ochieng, 2016). Armstrong (2014) proposed, human resource experts have an essential impact in system detailing for organization development purposes since they create approaches and strategies to coordinate the business technique, and consequently straightforwardly impact the advancement of the business. Inside an association, distinctive pay projects might be required for various partition, divisions or gathering of representatives. Truth be told, pay should center on inner and outside pay differential among employments (Chand and Katou, 2015).

2.4 Empirical Review and knowledge gaps

Human resource development practices is very old, i.e since early 1950s when management scholars like Drucker and McGregor emphasized the need for goal and directed leadership

(Rao, 2015). Human resource development practices was first defined by Ichniowski, Shaw & Trice (2012) who argued that the asset of individuals will be essentially called the human resource function. One of the main definite articulations of the Human resource development practices idea was made by the Michigan school. They held the view that human resource practices and association structure ought to be overseen in a way that is harmonious with hierarchical methodology (Boxall, and Macky, 2016).

In their study towards a results-oriented public service, Ochieng (2015) explored what may be referred to as revolutionary changes" aimed at changing the civil service towards delivering desired results over time. The study found that human resource development practices can create efficient and effective service delivery. They established that management should focus on human resource development practices and career advancement. In this regard, public sector should invest in training its staff at various levels on skills, values, vision and mission of their various sections. Consistent with this study was a study by Dimba (2012) on an evaluation of the directing job of employees" social introductions among outside assembling worldwide organizations in Kenya. The investigation uncovered that human resource development practices is emphatically identified with employees' activity execution.

Another study on factors challenging performance of hotels and restaurants in Kenya by Henry (2013) where a sample of five hotels with over twenty rooms and 100 employees using a sample of over hundred respondents including managers, employees and customers. It was revealed that there were gaps as far as employee skills, knowledge and customer satisfaction levels are concerned. Strategic management of these organizations recommended human resource development practices as an important HRM skill that should be implemented for organizations to realize good performance since trained manpower is able to perform their

tasks well. Another study of 139 academics from Jordanian University by Youssef (2014) established that human resource development practices and has a major effect on employees' job performance among staff.

In a study on the approach that firms use to manage its human resource development practices conducted in public sector in Mali established that the practice is increasingly being recognized as centrally important to the execution of its business strategy (Youssef, 2014). Therefore the positive relationship between employee job performance and labor management and it is evident that the quality of human resource development practices is critical in the performance of the firm. There are human resource development practices and approaches which will invariably help an organization in achieving competitive advantage in service delivery over others. While there are differences of opinion on the question of details of how each practice creates competitive advantage, some scholars (Ochieng, 2015). Huselid (2013) observed that human resource development practices have a solid effect on employee job performance.

Armstrong (2014) in his study suggests that employees are a standout amongst the most vital elements giving adaptability and versatility to associations. The requirements to tolerate as a main priority that individuals (directors), not the firm, are the flexible framework in choosing how the firm will respond to the engaged condition. A couple of specialists have seen that managing people is more troublesome than supervising advancement or capital (Youssef, 2014). In any case those associations that have made sense of how to manage their human resource development practices well would have an edge over others for a long time to come since anchoring and sending human resource effectively is cumbersome and takes any more (Ichniowski, Shaw and Trice, 2012).

In another study, Ichniowski, Shaw & Trice (2012) identify human resource development practices bundle as a key strategy which supports benefit associations quality methodologies, these being, Careful enlistment and determination, for instance, add up to quality enrollment, zero flaws selection right first time enrollment, wide remuneration systems, for example, rewards, available for staff willing to be multi-skilled, assemble working and versatile occupation structure, for example, enabling a sentiment of cohesiveness and arranging, drew in occupations, getting ready and learning, for example, bleeding edge staff having enhanced social and social aptitudes, laborer commitment, for example, keeping delegates instructed of key changes in the affiliation, execution examinations with associations with unexpected reward, systems, for example, gathering customer feedback to, see the work by agents well past their ordinary commitments, which in this way is likely going to provoke a reward for staff (Huselid, 2013).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter of the study provided the procedures that were considered in carrying out this research. It dealt with research design, data collection and data analysis presentation.

3.2 Research Design

According to Kothari (2014) research design is the manner by which research item, unit and plan is well outlined to facilitate a conclusive research. In conducting this study, a case study design was adopted. This is mainly because the case study design allowed the researcher to obtain in depth information about each content unit captured in the study (Copper, 2004). This study was mainly conducted at L'Oréal Kenya. The choice of design was guided by the number of units and subject details under consideration by this study that required specific focus while undertaking the research.

3.3 Data Collection

The study used primary data. Collection of primary data was by a scheduled meeting. The choice was guided by the need to acquire relevant and sufficient information about the subject matter under investigation. The study's interview schedule was designed to cover mainly the demographic information in section A, and to cover adopted human resource development practices in section B. The study respondents were represented by ten (10) staff members working at L'Oréal Kenya. The respondents that were interviewed were selected from

different departments at L'Oréal Kenya. This enabled the obtainment of sufficient data and fair representation of all levels at L'Oréal Kenya. Therefore the research interviewed two (2) respondent serving in human resource department, two (2) respondents in accounting department, two (2) in sales department, two (2) respondents in marketing department and three (2) respondents serving in procurement department.

The researcher conducted a one on one interview with the selected respondents. This enabled the researcher to obtain sufficient information on how adopted human resource development practices at L'Oréal Kenya influenced employee performance. The researcher then gathered all responses for further in depth content analysis.

3.4 Data Analysis and Presentation

The study conducted a content analysis on the responses that was gathered from the interviews. Content analysis is a technique employed to assess different perspective of a given subject (Kothari, 2014). Content analysis was useful for this study because it was a combination with a strong capability to handle complex data by taking a holistic and all-inclusive methodology towards analyzing data which completely grasped and covered the difficulty of the conditions studied and data material resulting from them. The outcome of the analysis was interpreted to determine the direction and relationship of human resource development practices at L'Oréal Kenya influences employee performance in Kenya.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter is about data analysis, presentation and interpretation of collected information from the field on the influence of human resource development practices adopted by L'Oreal Kenya analyzed by the researcher with respective interpretations. The chapter presented response rate of the study, demographic information findings. Further, the study provided a content analysis on the influence of human resource development practices adopted by L'Oreal Kenya.

4.2 Response Rate

Response rate refers to the ratio of member of persons or individuals who participated in the study against the sample size chosen for this study. The researcher sought to determine the response rate for availability for one on one interview for encoding purposes are presented on Figure 4.1.

Table: 4.1 Response Rate

Response	Frequency	Percentage
Actual Response	8	80%
Non response	2	20%
Total	10	100%

Source: Primary Data (2018)

The research results on table 4.1 clearly shows that out of the 10 respondents who were scheduled for interview, one was not available thus giving an 80% available response rate for the study which was adequate for the analysis. This implied that the data collected was Adequate for conducting an analysis on the influence of human resource development practices adopted by L'Oreal Kenya. Kothari (2014) asserts that data response greater or equal to 75% is efficient for use in analysis. It can therefore be concluded that the response rate was very high and the respondents were so willing to provide information that was required by the researcher.

4.3 Demographic Information

Button (2012) defines demographic information as a set of characteristics, behaviour or trend observed in a given study target population of choice. This section sought to provide in depth analysis, interpretations and significance of the study based on the reported research results. The section provides the gender participation of respondents, age bracket they belong in, academic or professional level and work experience level of the respondents at L'Oreal Kenya. Demographic information was important because it helped understand the composition characteristics of the study target population.

4.3.1 Gender of the Respondents

The researcher sought to find out how gender of the employees working in L'Oreal Kenya.

Table 4.2 Gender of the Respondents

Departments	Frequency	Percentage
Male	5	62.5%
Female	3	37.5%
Total	8	100%

Source: Primary Data (2018)

Based on the reported research results in table 4.2, it reveals 62.5% of participation constituted of male and the remaining 37.5% being female. This shows that the respondent gender was fairly gender balanced. This was important for this study to know fair views of the opposite gender on the influence of human resource development practices adopted by L’Oreal Kenya.

4.3.2 Level of Education

The researcher sought to find out the level of Education of L’Oreal Kenya staff.

Table: 4.3 Level of Education

Qualification	Frequency	Percentage
Master degree	1	12.5%
Bachelor’s degree	4	50%
Diploma	3	37.5%
Total	8	100%

Source: Primary Data (2018)

Based on reported results in table 4.3 demonstrates that a littler level of 12.5% of the respondents are graduate degree holders pursued by confirmation holders of 37.5% while the biggest are four year certification holders which included half. The outcomes demonstrated that dominant part of the respondents met were knowledgeable. This suggests a large portion of the respondents in the organization do comprehend the sort of work required from them by the organization, it likewise helps in guaranteeing effectiveness and profitability.

4.3.3 Respondents Department

The researcher sought to find out how the respondents were distributed on their respective departments.

Table 4.4 Respondents Department

Departments	Frequency	Percentage
Procurement Department	2	25%
Human Resource Department	2	25%
Accounting Department	2	25%
Sales Department	1	12.5%
Marketing Department	1	12.5%
Total	8	100%

Source: Primary Data (2018)

The results from table 4.4 revealed that 25% of the respondents were from procurement department, human resource department, accounting department while 12.5% were from marketing and sales department, the findings shows the respondents are evenly distributed in their respective departments.

4.3.4 Years of Service

The researcher pursued to assess for how the length of years respondents had offered service in L'Oreal Kenya, and felt that this will also help in clearly showing the rate at which it hires and fires its employees.

Table 4.5 Years of Service

Years of Service	Frequency	Percentage
Less than 5 years	2	25%
5 - 10 years	5	62.5%
11 - 20 years	1	12.5%
Total	8	100%

Source: Primary Data (2018)

Based on reported outcomes in table 4.5 uncovered that 25% of the respondents showed that they had worked for under 5 years, 62.5% demonstrated that they had worked in the middle of 5-10 years while most reduced level of 12.5% showed that they have worked between 11-20 years. It tends to be noticed that most of the respondents have worked between 5-20 years. This demonstrates the L'Oreal Kenya retains its employees and also indicates that the firm does not easily fires its employees but their hiring rate is very low since for the last five years it has hired 25% employees compared to those who have worked between 5-20 years comprising of 65%. This infers that most of the respondents had good experience in dispensing L'Oreal Kenya mandates

4.4 Interview Schedule Results

Interview schedule is a guide used by the interviewer to ask questions directly, mainly bearing the same questions for a set of sample population under study (Kothari, 2014). This research tool was important for this study as it has helped pool responses from the interviewees concerning the influence of human resource development practices adopted by L’Oreal Kenya. Therefore this section sought to provide in depth content analysis and explanation of the interviewee responses from the field. The section had twelve (11) questions with section A covered mainly the demographic information while section B covered the influence of human resource development practices adopted by L’Oreal Kenya.

4.4.1 Components of your Human Resource Development Practices

Majority of the responses provided that there were more than three (3) kinds of components captured in human resource development practices

4.4.1.1 Training and Development

According to the research results, the training and development activities used in L’Oreal Kenya serve to conserve and encourage the skills and talents of its personnel with regard to its development both internally and externally. The training and development of L’Oreal Kenya has risen to become highly recognized as a business firm. Such training and development programs have consequently brought in potential advantages to quality job performance in the organization. The training and development has in turn given to L’Oreal Kenya a competitive advantage by which it develops its specific human capital (employees). The training and development was noted to be directly impacting on L’Oreal Kenya’s capacity to gratify customers, go against its problems and crisis as well as enabling it to keep up with

changing market conditions. The same has also enhanced the quality of the current employees which has fostered their growth and development

4.4.1.2 Career Development

The researcher discovered that career development is encouraged in L'Oreal Kenya. L'Oreal Kenya supports the perfecting of personal effort in shaping careers and still calls for organizations to actively get involved in the developing the careers of its employees. L'Oreal Kenya has made it an individual responsibility which in turn reduces employee commitment to the organization. This has played a key role in increasing employee trust, job satisfaction, and generally improving L'Oreal Kenya performance. L'Oreal Kenya has experienced amplified productivity, greater organizations commitment, a lasting effectiveness not forgetting its achievement of improved employees satisfaction, safety and individual development. As noted, L'Oreal Kenya's goals is to develop employees' careers, help them reach their fullest potential, counter bigger challenges as well as equip them to handle their responsibilities with increased autonomy.

4.4.1.3 Reward System

The research results revealed that L'Oreal Kenya has an effective reward management system in place. L'Oreal Kenya rewards management has for years ensured that it has a skilled, competent, devoted, and well-motivated work force that supports the achievement of organizational strategic and short term objectives. One of L'Oreal Kenya's most competitive reward packages is oriented towards attracting, retaining and motivating its staff, and at the same time tracking its finances to guarantee that it remains commercially and financially viable. L'Oreal Kenya reward and remuneration system has enabled the organization to attract

and retain competent career personnel by motivating employees to grow in confidence, enabling the employees to develop confidence in the organization with respect to equity and objectivity while minimizing staff turnover.

4.4.1.4 Performance Management

The researcher discovered that performance management practice in L’Oreal Kenya is well established depicting a high performance culture whereby each employees can offer leadership. L’Oreal Kenya puts individual objectives and organizational objectives in line and still ensures that they all stick by corporate core values. The organization does this by making it possible for opportunities to be defined and settled upon in as little as roles, responsibilities and accountabilities, skills and behaviors.

In L’Oreal Kenya productivity monitoring concentrates in making forthcoming routine plans and enhancement instead of on backward-looking performance appraisal. The organization operates as an unceasing and transformative method whose performance increases with time. The organization constantly ensures performance and development of employees’ needs through regular and frequent discourses between managers and employees. Its concern with individual performance can also be used with teams. Basically, L’Oreal Kenya emphasizes improvement, although productivity monitoring plays a remarkable part in the reward method through the providing of response, appreciation and identifying performance with opportunities for growth. Its development aspects are much more important in as much as they are associated with performance or contribution-related pay

The study results further revealed that performance measurement in L’Oreal Kenya enables its employees to get feedback from the job itself, on the extent to which carrying out the work

activities results in incumbent receiving clear and direct knowledge about how they are performing. Human resource audit in L'Oreal Kenya allows for examination of the quality and standard of the level of performance of the personnel by looking at their numbers, efficiency and relations at the place of work. Periodical audit enables human resource managers in L'Oreal Kenya to plan ahead by anticipating the future change of people and work requirements; which helps to avoid wastage in terms of excess numbers of employees for duties that are available in the organization. L'Oreal Kenya has for long acknowledged the values of performance management in both administration decisions and in motivating its employees.

4.4.2 Factors Mainly Considered by Organization in Adopting a Given Human Resource Development Practices

The researcher further sought to determine the factors mainly considered by organization in adopting a given human resource development practices in L'Oreal Kenya. In this study the research results revealed that the major factors mainly considered by L'Oreal Kenya in adopting its human resource development practices is seen in them giving their employees treatment that esteems them as the most significant resources. This practice perceives that every manager's job is to advance employees, believe in their capability, open communication with them, encourage them to take risks and experimentation, attempt to help employees recognize their strengths and weaknesses, ensure trust, teamwork and autonomy and the presence of supportive personnel policies and resource development practices.

L'Oreal Kenya top management has subscribed to a mass internalized values, which has for years emerged as a conducive environment for resource development practices. This positive

resource development practices environment has rendered the existing systems of L'Oreal Kenya organizations more effective and receptive when adopting a new system of work. The presence of healthy resource development practices environment in L'Oreal Kenya has without a doubt and by far strengthened employee commitment, participation and fulfilment with their work. L'Oreal Kenya has faith on its employee's capabilities and its top management trusts after making huge efforts in developing employees. L'Oreal Kenya managers and supervisors are the key players which have helped the employees to develop the competencies by sharing their expertise and experience with employees.

4.4.3 Methods Used in Implementing Human Resource Development Practices in Your Organization

The researcher further sought to define methods used in effecting human resource development practices in L'Oreal Kenya. The research results also revealed L'Oreal Kenya commonly uses the experience at work & off work training commonly as part of training improvement. In the experience at work, L'Oreal uses present workroom tools, mechanisms, booklets, apparatus, acquaintance, and abilities to equip the worker to learn to efficiently execute work tasks allocated. This type of learning and training normally occurs within the normal working environment that surrounds an employee experiences at the workplace as he or she performs actual work or even in other rooms within the workplace designed as training rooms, training workstations or for training equipment. L'Oreal Kenya employees coaching which allows superior managers guide his subordinates & give them work directives. The managers seek out employees' mistakes and make suggestions for them to improve on. The firm also employs Job Rotation whereby trainees shift within jobs, so that they can be equipped to perform all types of jobs. For instance, training an employee on both back-end

and frontend jobs equips all employee to perform any type of job in case of emergency, (absenteeism or resignation).

In this study the research results further revealed that Off-the-Job Training L'Oreal Kenya enables its employee to transfer knowledge gained during training to actual job, develop problem solving and decision making skills. L'Oreal Kenya always conducts academicians and professionals in a particular field to impart knowledge to their employees. Off-the job training methods in L'Oreal Kenya include lectures, conferences, workshops, seminars, and sensitivity workshops and simulations exercises. Off-job training programmes in L'Oreal Kenya has led to long term success in organizations. The organization has aligned its programme objectives to strategic goals which ensures that employees are making an impact on the organization. Off-the job training has enabled employees in L'Oreal Kenya to prove the return on investment showing how employees changed behavior has enabled organization achieve its strategic goals.

4.4.4 Employer Concerns when Providing Human Resource Development Practices

The researcher further sought to determine employer concerns when providing human resource development practices in L'Oreal Kenya. In this study the research results revealed that L'Oreal Kenya top management support is a factor that influences human resource development practices, where the strategic integration of human resource development practices requires full support from the senior management in order to become a reality. In addition line manager in L'Oreal Kenya show commitment and involvement which is consistent with the development of human resource development practices. This is because

the line managers should take centre stage in identifying and addressing the human resource development needs of subordinates. This requires his or her active commitment and participation, where any relegation of their human resource development practices roles and responsibilities in their list of managerial priorities can jeopardize its successful delivery. Recognition of human resource development practices in organizational strategy but also with organization culture is key if human resource development practices are to be successful in L'Oreal Kenya. This includes the role of influencing human resource development undertakings to continue a better corporate philosophy.

The changing work force dynamics and competition in the global economy as a result of new technologies shows the need for more skilled and educated employees making it a major concern of providing human resource development practices in L'Oreal Kenya. The challenge to the organization is to develop human resource development programs aimed at eliminating skills gaps and focusing on the need for lifelong learning due to organizational change, technological changes, product changes and process changes that require people to change. Integration of organizational missions and goals is a main concern where human resource development practices should systematically integrate with organizational strategic objectives when developing human resource development practices.

4.4.5 Specific Policies that Guide Human Resource Development Practices

The researcher further sought to establish if the firm has specific policies that guide human resource development practices in L'Oreal Kenya. In this study the research results revealed that L'Oreal Kenya has policies with systematic integration that requires the formulation of human resource development practices to support wider business needs which is in

influencing growth within human resource functions . L'Oreal Kenya human resource enlargement practices policies considers the inferences of business approach for all human resource systems within an organization by transforming company intentions in to specific people management schemes. L'Oreal Kenya management takes strategic method to human resource development practices which involves forsaking the approach and practice of "personnel management" and focusing more on premeditated issues than operative issues. Human resource development practices includes making the capacity of overseeing individuals the most vital need in the association and coordinating all human resource projects and tactics inside the structure of the organization's procedure. It includes understanding that individuals represent the moment of truth an organization since all choices made with respect to back advertising tasks or innovation are made by the employees.

The research results further revealed that by structure the point of view requests that human resource managers end up vital accomplices in business tasks assuming imminent jobs as opposed to, being latent heads responding to the prerequisites of different business capacities. The shape and structure of L'Oreal Kenya and individual jobs relies upon determination, advancement and preparing. It esteems the commitment of person's jobs through, work assessment, compensation system and overseeing singular execution. The human resource plan is driven obviously by the vital targets and needs of the association. The methodology taken in human resource development practices perceives that there are basic interrelationships and relationships between the unmistakable territories of human resource management.

The organization structure was changed and singular jobs were reclassified, this have had suggestions in transit in which singular execution is overseen, and the manner by which pay

structure should have been planned with the end goal to reflect and bolster better approaches for working in L'Oreal Kenya. Particular approaches that guide human resource development practices activities perceives the need to comprehend "where they are presently" in connection to every one of the unmistakable regions, and thus guaranteeing that the succession of progress is occurring organized appropriately.

4.4.6 Adoption of Human Resource Development Practices in your Firm Reduces Employee Turnover

The researcher further sought to establish if there was adoption of human resource development practices to reduce employee turnover in L'Oreal Kenya. In this study the research results revealed that L'Oreal Kenya have adopted various human resource development practices to minimize employee turnover. L'Oreal Kenya understood that neglecting to focus on hold submitted employees could demonstrate deadly to the extent survival of the associations is concerned. Along these lines L'Oreal Kenya has even led research to discover the impact of various human resource development practices on representative maintenance. This examination has helped the associations to make a positive atmosphere advancing worker maintenance. A portion of the embraced human resource development practices include issuing impartial reimbursement aside from pay and settled rewards) to representatives that mirror effecting, perceiving and recognizing endeavors and guarantees made by the employees, making crafted by employees adequately difficult and fascinating, and giving chances to preparing and brilliant profession. This human resource development practice has helped the worker in picking the objectives of a representative whether to remain in the company or not.

Drawing in and holding key representatives has dependably been a test L'Oreal Kenya, however it has turned out to be more troublesome because of the opposition for gifted employees. The representatives feel that successful human resource development practices have an immediate and positive association with worker maintenance. L'Oreal Kenya has effectively pulled in and hold key employees by offering high pay flapjacks and dynamic condition. The pay and advantages given by L'Oreal Kenya to its employees is an essential approach that has helped in hierarchical sustenance. The employees hold the feeling that remuneration/rewards add to enhancing a representative's dependability and maintenance toward association.

The outcomes demonstrate that L'Oreal Kenya is exceptionally fit and fruitful in worker maintenance. It is likewise giving a culture that is helping in holding the employees at all levels. Preparing and improvement is a procedure of creating ability in representatives with the end goal of better execution. Preparing and improvement has been a vital device in enhancing the adequacy and in holding the key representatives. Employees are faithful to the business if the business is submitted and supportive for their long haul vocation advancement. Employees go to the association with specific needs, wants and aptitudes and expect that they would be given a situation where they can use and improve their capacities and fulfill a large number of their needs.

4.4.7 Measurements for Effective Employee Performance

The researcher further sought to establish what is used in enhancing performance and measurements for effective employee performance in L'Oreal Kenya. In this study the research results revealed that L'Oreal Kenya learning and development point of view drives

the association learning and development process. This standpoint joins agent scheduling and business social miens recognized with both person and company individual improvement. In a data laborer association, people the most store of learning are the elemental resource. Within the show environment of speedy mechanical alter, it is getting to be basic for data laborers to be in a ceaseless training mode. For L'Oreal Kenya to get by over a significant lot of time, the learning and development point of view has given the association a long run recharging for it to adapt to the adjustments in the earth. It has been adequate to keep up and build up the learning of fulfilling client needs and support the important proficiency and efficiency of the procedures which has thus made an incentive for its clients.

This perspective concerns the employees learning and business cultural attitudes linked to both oneself and business self-improvement. It is clearly evident that L'Oreal Kenya has worked towards teaching and improving skills of its staff since learning and growth perspective benefits the organization by making qualified substitutions for withdrawing employees, upgrading the association's capacity to receive new advances/forms, creating educated/proficient groups, and the capacity to guarantee prepared and experienced representatives for potential development and extension. Building up the aptitudes of this painstakingly picked staff is fundamental to accomplishing the association's business system and accomplishing an abnormal state of specialist fulfillment which has brought to more employees to training and improved their efficiency to the community.

The results shows that employees' performance in a great extent was being influenced by the internal business process in L'Oreal Kenya. The internal business process means the organizational culture where most organization works towards to building an environment of trust, respect, and open communication. L'Oreal Kenya has stipulated internal processes

inform of operations manuals and standard operating procedures which are adhered to by all staff in their execution of duties. The internal business processes provides L'Oreal Kenya with the methods by which execution desires might be proficient. The proportions of this point of view depend on creating merchandise and ventures in the most proficient and powerful strategies. L'Oreal Kenya uses the internal business processes under enterprise wide risk in auditing where they carry out audit repeat issues and achieve their internal audit rating. L'Oreal Kenya uses the internal audit findings to check on the operational efficiency.

The results further shows that under operational efficiency, the firm reviews on all customer complaints and escalated issues. They are able to review green agenda/Corporate and social responsibility. Through this, they are able to align activities closer to the firms' business strategy. Under the internal procedures point of view, the significant measures are pivot time on the center elements of the L'Oreal Kenya since it focuses to accomplish zero imperfections in its procedures. Subsequent to this is the execution of standard arrangements and systems, and the use on innovation to convey better administration than its clients. L'Oreal Kenya has reward systems which are a major contribution towards realization of increased employee performance. They pointed out that since the application of effective reward strategies, L'Oreal Kenya has improved staff work morale that has resulted to improvement of the individual employee's performance and hence overall employee performance.

4.5 Discussions of the Findings

The research results revealed that preparing and advancement are exercises that are utilized in L'Oreal Kenya to keep up and advance the skills and gifts of employees in connection to the improvements inside and outside the association. These discoveries consent to Ichniowski,

Shaw and Trice (2012) who contended that the general sort of action in any capacity of administration was to utilize assets viably for an authoritative target. The capacity which is identified with the understanding, upkeep, advancement, compelling business and mix of the potential in the asset of individuals will be basically called the human resource work.

The research revealed that performance management practice in L'Oreal Kenya is well established with an elite culture in which individuals and bunches accept risk for the nonstop upgrade of trade shapes and for their exceptionally possess aptitudes and commitments interior a framework given by compelling activity. These discoveries consent to Henry (2013) performance management and reward frameworks are referred to as human resource development practices that are embraced in administration of human resource management. Thusly the positive connection between worker work execution and performance management is obvious that the nature of human resource enlargement practices is basic in execution of the firm.

The study revealed that the factors mainly considered by L'Oreal Kenya in adopting its human resource development practices is portrayed by the propensities, for example, regarding employees as the most imperative assets, seeing that creating representatives is the activity of each supervisor, putting stock in the ability of employees, imparting transparently, reassuring danger taking and experimentation, trying endeavors to enable employees to perceive their qualities and shortcomings, making a general atmosphere of trust, joint effort and self-rule, steady staff approaches, and strong resource development practices. These discoveries consent to Lengnick-Hall et al (2014) human resource development practices are particularly created, actualized and executed dependent on a conscious linkage to a company's system.

The study results revealed that the most broadly utilized strategies for preparing utilized by L'Oreal Kenya is On-the-Job Training and off work Training which the piece of preparing advancement are. At work preparing in L'Oreal Kenya uses the normal or present work atmosphere apparatuses, machines, booklets, gear, information, and skills essential for a representative to determine how to adequately carry out his or her activity. These discoveries consent to Ismail et al (2012) did an investigation to look at the effect of On-work preparing (OJT) on employment execution in Islamabad. Database of 10 telecom organizations was utilized where every one of the organization was considered as a stratum. Out of 266 dispersed surveys, a sum of 138 polls were returned. The examination discovered that preparation has both a positive and a critical impact on both wage development and change in employment execution scores of laborers. OJT was found to expand the aptitude level of laborers to wind up more gainful in this way merit higher interest in the market. Off-work preparing occasion may finish up with a service or confirmation grant presented by an industry master, making the instructional course a paramount event that prompts enhanced representative confidence, fulfillment and dependability.

The study revealed that L'Oreal Kenya top management support is a factor that influences human resource development practices, where the strategic integration of human resource development practices requires the dynamic help and support of senior administration with the end goal to end up a reality. These discoveries consent to Holden (2015) trusts that the acknowledgment of the importance of preparing as of late have been vigorously affected by the strengthening of worldwide conflict and the relative achievement of economies like Japan, Germany and Sweden, where interest in worker advancement is impressive. Mechanical advancements and hierarchical change have bit by bit driven a few businesses to the

acknowledgment that success depends on the aptitude and capabilities of their employees converting into consistent interests in preparing and improvement. This speculation has additionally been underscored by the ascent of human resource development with its accentuation on the significance of individuals and the abilities they have in upgrading hierarchical effectiveness.

The study revealed that L'Oreal Kenya has policies with systematic integration that requires the formulation of human resource development practices to support wider business needs which is in influencing human resource development practices. These findings agree to Madsen *et al.* (2014) policies on human resource development practices centers around connecting human resource enlargement practices objectives and destinations with the end aim to improve business accomplishment and create association philosophy that encourages development and flexibility. human resource development practices implies tolerating the human resource work as an accomplice in the detailing of the organization's techniques and also the usage of those strategies through human resource development practices, for example, enlisting, choosing, preparing and compensating staff.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter provide the details of the research results, conclusion on the major findings and recommendations based on the findings of the study. This chapter also states the limitations encountered during the study, policy implications of the study of this study. This chapter finalizes by providing suggestions for more studies.

5.2 Summary

The study findings revealed that majority respondents were male by 62.5% and female 37.5%. The study also revealed that most of the employees at L'Oreal Kenya had a first degree by 50%. Also the study determined the experience level of respondents where by majority had served for 5-10 years by 62.5%.

The results also revealed that preparing and advancement are exercises that are utilized in L'Oreal Kenya to keep up and advance the capabilities and abilities of employees in connection to the improvements inside and outside the association. In L'Oreal Kenya, formulating and enhancement has risen as a formal commerce work, a vital section of organisation, and a supposed calling with specific hypotheses and strategies. Formal preparing and advancement programs have offered a few potential points of interest to quality occupation execution in L'Oreal Kenya. The results further revealed that career development

is encouraged in L'Oreal Kenya. L'Oreal Kenya is supporting individual commitment in career enlargement and also encourages organizational contribution in the career development of its employees. L'Oreal Kenya has made it an individual responsibility which results in reducing employee commitment to the organization.

The research revealed that performance management practice in L'Oreal Kenya is well established with a better culture in which individuals and crowds assume responsibility for the constant enhancement of industry forms and for their own abilities and pledges inside a system set by viable administration. The study also revealed that the factors mainly considered by L'Oreal Kenya in adopting its human resource development practices is described by the inclinations, for example, regarding representatives as the most imperative assets, seeing that creating employees is the activity of each administrator, putting stock in the ability of representatives, conveying straightforwardly, promising danger taking and experimentation, endeavoring endeavors to enable representatives to perceive their qualities and shortcomings, making a general atmosphere of trust, cooperation and self-rule, steady staff arrangements, and supportive resource development practices.

The study results further revealed that the most widely used methods of training used by L'Oreal Kenya is learning at work & off work training which are the part of training improvement. Learning at work in L'Oreal Kenya utilizes the standard or existing work environment devices, apparatuses, documents, hardware, material, and aptitudes fundamental for a representative to decide how to successfully play out his or her activity. The study also revealed that L'Oreal Kenya top management support is a factor that influences human resource development practices, where the strategic integration of human resource development practices involves the vigorous backing and participation of senior management

in order to become authentic. The study finally revealed that L'Oreal Kenya has policies with systematic integration that requires the formulation of human resource development practices to support wider business needs which is in influencing human resource development practices.

5.3 Conclusions

The research result revealed that performance management practice in L'Oreal Kenya is well established with an elite philosophy in which people and crowds assume charge of the nonstop enhancement of business forms and for their own capabilities and commitments inside a guiding structure given by powerful administration. It very well may be reasoned that L'Oreal Kenya adjusts singular goals to authoritative purposes by promising that people uphold corporate focus qualities. It accommodates requests to be categorized and concurred concerning job duties and responsibilities, aptitudes and practices.

Based on the findings it was revealed that performance measurement in L'Oreal Kenya enables its employees to get feedback from the job itself, on the extent to which carrying out the work activities results in incumbent receiving clear and direct knowledge about how they are performing. It can be concluded that human resource audit in L'Oreal Kenya allows for examination of the quality and standard of the level of performance of the personnel by looking at their numbers, efficiency and relations at the place of work.

Based on the research findings it was established that the most broadly utilized techniques for preparing utilized by L'Oreal Kenya is learning on the job and off work training which the piece of preparing improvement are. It very well may be inferred that at work preparing in L'Oreal Kenya utilizes the ordinary or existing work environment gadgets, machines,

chronicles, equipment, data, and aptitudes imperative for an agent to decide out how to effectively play out his or her movement. It occurs that the ordinary work environment that an agent experiences at work. It happens as the agent achieves veritable work, or it might happen someplace else interior the working environment developing preparing quarters, preparing workspaces, or organizing hardware. Off-job preparing programs in L'Oreal Kenya have driven to long term victory in organizations. The organization has adjusted its program goals to vital objectives which guarantee that employees are making an effect on the organization. Off-the work preparing has enabled employees in L'Oreal Kenya to prove the return on investment showing how employees changed behavior has enabled organization achieve its strategic goals.

The research results publicized that L'Oreal Kenya top management support is a factor that influences human resource development practices, where the strategic integration of human resource development practices calls for the lively support and involvement of senior management so as to become authentic. It can therefore be concluded that L'Oreal Kenya shows commitment and involvement which is consistent with the development of human resource improvement practices. This is because the line managers should take centre stage in identifying and addressing the human resource development needs of subordinates.

Based on the research findings it was established that L'Oreal Kenya have adopted various human resource development practices to minimize employee turnover. Hence, it can be concluded that L'Oreal Kenya realized that neglecting to focus on hold submitted employees could demonstrate deadly to the extent survival of the associations is concerned. In this way L'Oreal Kenya has even led research to discover the impact of various human resource

development practices on representative maintenance. This exploration has helped the associations to make a positive atmosphere advancing representative maintenance.

The study results established that L'Oreal Kenya learning and development point of view drives the association learning and development process. This perspective consolidates delegate getting ready and corporate social perspectives related to both self and business self-awareness. It can thusly be contemplated that in a learning worker affiliation agents are the essential storage talents of data are the essential resource. In the current climate of speedy automatic change, it is becoming the opportunity to be crucial for data masters to be in a determined learning mode. For L'Oreal Kenya to make due over an extensive stretch of time, the learning and development point of view has given the association a long run reestablishment for it to adapt to the adjustments in nature.

Generally it can be concluded that L'Oreal Kenya aligns remarkable goals to influential goals by ensuring that people maintain business center qualities in which it accommodates requests to be categorized and harmonized regarding job responsibilities and answerabilities, aptitudes and practices. Human resource audit in L'Oreal Kenya allows for examination of the quality and standard of the level of performance of the personnel by looking at their numbers, efficiency and relations at the place of work.

5.4 Recommendations

The management of L'Oreal Kenya should ensure that human resource development practices provides systems for enhancing hierarchical viability that attention on creating forms that help the accomplishment of business objectives and a positive culture. Human resource

development practices decides the techniques required by the association to accomplish its key objectives.

The company should ensure that the remuneration and reward policies is in place to improve inspiration, work commitment and responsibility by presenting practices and procedures that guarantee that individuals are esteemed and generously compensated and remunerated for what they do and accomplish, and for the levels of expertise and fitness they reach. L'Oreal Kenya ought to likewise guarantee that the compensation and reward arrangements creates inspiration, responsibility, work commitment and optional conduct help in esteeming and remunerating individuals as per their commitment.

Performance management policy should be aligned to reward. This builds up an overall performance lifestyle that energizes most reliable in such areas as profitability, quality, and ranges of purchaser administration, development, and benefits and, at last, the conveyance of expanded investor esteem. The strategy enables employees to display the optional practices most intently connected with higher enterprise execution, for example, chance taking, advancement, information sharing and building up have confidence among administrators and subordinates.

Training and development is necessary in successful implantation of human resource development practices at L'Oreal Kenya. An instructive program is intended to increment both learning and comprehension of, for instance, their online stage expects to impact conduct and in this manner dynamically change demeanors. Preparing and improvement ought to be intended to create particular skills. Responsibility ought to be upgraded L'Oreal Kenya if

directors can pick up the certainty and regard of their groups, and preparing to enhance the nature of administration and should frame a vital piece of any program for expanding duty.

It is a crucial piece of the human resource controlling process. Human resource development practices is on a very basic level about coordinating human resources to the Association's vital and functioning needs and the full use of these resources. It is alarmed not only with obtaining and maintaining the number and type of the staff needed, but also with selecting and progressing persons who ' fit ' the means of life and the key needs of the association.

5.5 Policy Implications of the Study

Human resource development practices is a critical element of employee developmental activities which private or public firms can deliberately undertake from time to time to ensure that the employees have what it takes in terms of skill, knowledge and attitude in order to drive the organizational strategy. These can be undertaken in a planned manner depending on the short, medium, and long term strategies of firms. Therefore, in contributing to policy formulation, execution these study findings will contribute in harmonization of human resource development practices which encompasses activities to have an influence on business and employees education and is organized by premeditated involvements in company and individual learning procedures.

Concentrating on the formation of a learning society, inside which learning and development point of view react to corporate technique and furthermore help in molding and affecting it. It is tied in with meeting the association's current needs, notwithstanding helping the association to change, create, flourish and develop. It is the corresponding, commonly upgrading, nature of the connection between human asset improvement and corporate methodology which lies

at the core of human resource development and at the core of the improvement of a learning society. Therefore, in contributing to policy formulation, execution these study findings will contribute to human resource development practices by considering learning and growth perspective intercessions connected vertically to business objectives and technique, and on a level plane to other human resource business exercises, to effectively energize and bolster representative learning, responsibility and association all through the association.

Human resource development practices is important because it results in high levels of expertise among employees. Improving employee expertise through human resource development increases the chances that business targets will be achieved. The need for training and development is imperative for organizations to build the employees capacity in order to sustain competitiveness. The aim of human resource enlargement practices is to improve productive capacities in specific fields or to increase organizational capacity in those organizations chosen as agents of development. Therefore, in contributing to policy formulation, execution these study findings will contribute to alignment of formal structure so that they propel the strategic goals of the business hence leading to the successful implementation of strategy.

5.6 Limitations of the Study

The study was tackled with challenges through the collection and analyzing of data process. The study faced time constraints from the respondents who took so much time in answering questionnaires which resulted to delay in data analysis. The researcher circumvented this by regularly checking on the progress with the respondents. Secondly, some respondents were not willing to give information citing that they were not sure of the study's objective and

confidentiality of any information disclosed. The researcher reassured them that the information will be held with confidentiality it deserves and also explained clearly the objective of the study.

5.7 Suggestion for Future Research

The future research studies should be conducted and cover at least on both private and public sector so as to compare the results that can be helpful to future researchers. Again different variables can also be tested to figure out their influence or relationship on human resource development practices. Future research should also adopt a different research design and other data collection methods that can be able to give more information on the area of study. The future studies should also target a larger sample size as compared to this study. Further research is necessary to establish on the various ways of measuring the return on investments on human resource development practices and establish specific links to improved competitiveness as well as ways in which organizations can mitigate on the various factors influencing human resource development practices.

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APPENDIX I: INTRODUCTION LETTER

To:

Date:

Dear Sir/Madam,

REF: ACADEMIC RESEARCH

I am Faith Caroline W. Muturi currently carrying out a research on *Human Resource Development Practices adopted by L'Oreal Kenya*. This is a requirement to complete my MBA course project. The survey is undertaken in pursuit of a Master's in Business Administration (MBA) at the University of Nairobi where I am a postgraduate student.

In this regard, I request you to respond to the following questions regarding your company.

Your response to the questions will be used in utmost confidence and for academic purpose only.

Thank you in advance for your co-operation.

Yours faithfully,

Caroline Muturi

APPENDIX II: INTERVIEW SCHEDULE

SECTION A: GENERAL INFORMATION

- 1) What is the gender of respondent?
- 2) What department are you in?
- 3) How long have you been working in the company?
- 4) What is your level of education?

SECTION B: HUMAN RESOURCE DEVELOPMENT PRACTICES

1. What are the components of your human resource development practices?
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2. What's mainly considered by organization in adopting a given human resource development practices?
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3. What are the methods used in implementing human resource development practices in your organization?

4. What are employer concerns when providing human resource development practices?

5. Does your firm has specific policies that guide human resource development practices?

6. Does adoption of human resource development practices in your firm reduces employee turnover?

7. In enhancing performance in your firm, what are the measurements for effective employee performance?

THANK FOR YOUR TIME